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NIC 05674-84  
2 October 1984

MEMORANDUM FOR: Chairman, National Intelligence Council

FROM: Hal Ford  
National Intelligence Officer At Large

SUBJECT: Conversation with Jim Lucas on Third World Instabilities

1. At my initiative, I met with Jim Lucas today to follow up on certain questions raised at the Off-Site Conference, to discuss the NIC's periodic Threat Outlook and upcoming NIE on Third World instabilities, and to learn more of his Crisis Center operation. I had previously visited there several times and had talked with Rich Beal and Jim, but these meetings had been confined for the most part to the Center's mechanical operations. Today's session was to learn more about their analytic effort. Dick Wood and two of Lucas' staffers sat in with Jim and me today.

2. Lucas showed me some of the samples of their analytic work. He explained that they were experimenting with various art forms, striving to see how they could best be of service to McFarlane, et al. The publications he mentioned were these:

a. An unclassified briefing book for cabinet members and other senior types. This capsules what Administration policies and performance are toward this and that question in the world. (Comment. I was really troubled by this one. It is a cheerleader's guide book which tells senior Administration figures how dreadful the world was before they came and what wondrous things they have wrought. There is no indication at all of problems or even ambiguities. I trust that Messrs. Wood and [ ] have not been pressed into service on these.)

b. A classified version of that briefing book which is in process of being produced.

c. A quarterly classified book which looks back at the accomplishments of the past quarter. Jim did not show this one to me; I assume that it is somewhat similar to number a, above.

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d. An occasional, event-driven one-page report which updates high-interest countries and problems -- in three categories: crisis, threat, and watch. Crisis = those questions which are engaging Presidential decision making; threats = those which may soon require Presidential decision; watch = others which may erupt. (Comment. The examples I saw were very crisp, professionally done, and responsibly reflected going intelligence. I attribute this to the quality of Jim's staffers, all of which strike me as excellent officers, and to the overseeing function which Dick Wood supplies.)

e. Occasional situation reports which spell out each of the countries or situations in the above, number d, troika lists. This kind of document combines intelligence, policy options, and where applicable what the state of Blue forces is. (Comment. I was shown one or two. They were OK, as d, above.)

f. A big document, called a "Plan," which goes on at some length into a given situation. The only one they have done to date is all about Iran-Iraq. (Comment: Too long, involved, familiar, and useless.)

3. Lucas added that if the NFIB should produce a quarterly update of world instabilities this would be of great assistance to their operation, and his Center would grind these updates directly into their own analytical output.

4. He felt, also, that more could be done to market the Intelligence Community's estimative conclusions, and suggested that there might be merit in individual NIOs occasionally coming over to their Center to discuss the Key Judgments of certain recently completed estimates with senior types.



Hal Ford

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